

TRANSFORMATIONAL TIMES

“Driving Operational Solutions”



Business Testing = BT Test and Evaluation Methodology for Business Systems

12 May 2010

Mr. Keith E. Seaman

Acting Director, BTA Component Acquisition Executive

It's Not About Technology... It's About Capability



“ It is imperative that business operations run flexibly, adaptively, and with greater velocity than ever before to support warfighters with the information and resources they need, when they need them. ”

DEPUTY SECRETARY OF DEFENSE

Gordon R. England



It's Not About Technology... It's About Capability



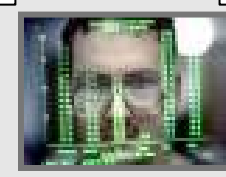
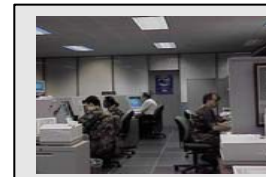
DBSAE Mission and Vision

Deliver Business Capability to Warfighters

TRANSFORM "IT" ACQUISITION PROCESS

AGILE . . FLEXIBLE . . INTERACTIVE . . FULL SPECTRUM

Be recognized as a World Class Acquisition Organization and Trusted Provider of Transformational Business Capabilities



Develop, operate, and drive successful implementation of Combat Support Business Enterprise Solutions for the Warfighter that deliver a solid Foundation for Sovereign Operations for the United States of America

Accomplished through:

- Transformation and Innovation
- Transitioning proven systems to sustainment
- A Trained, Agile and Ready Workforce;
 - Skilled
 - Motivated
 - Ethical
 - Diverse

**Rapid Acquisition
On Schedule & On Cost**



FY10 National Defense Authorization Act directs a "New Acquisition Process" based on DSB... must be designed to include:

- Early and continued user involvement
- Multiple, rapidly executed increments or releases of capability
- Early, successive prototyping to support evolutionary approaches
- Congressional report in in 270-days
- Modular open-system approach



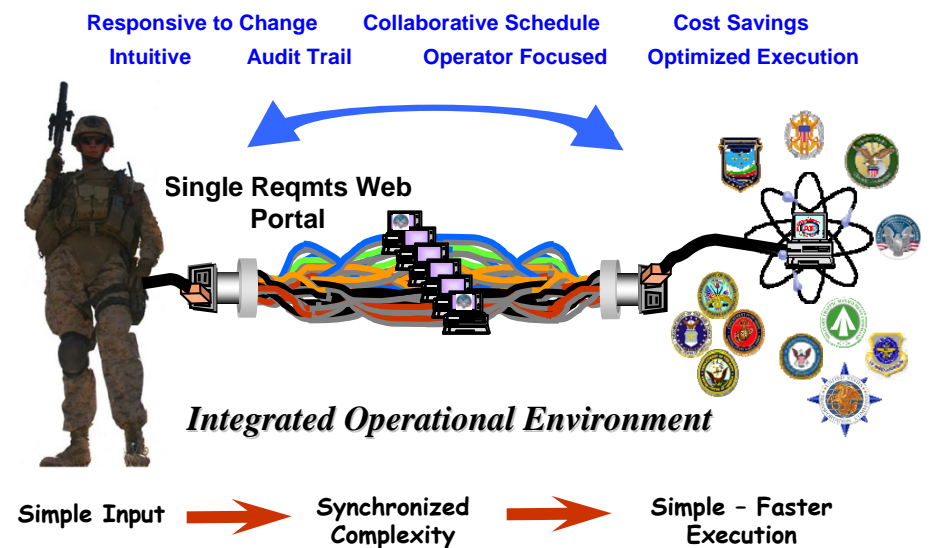
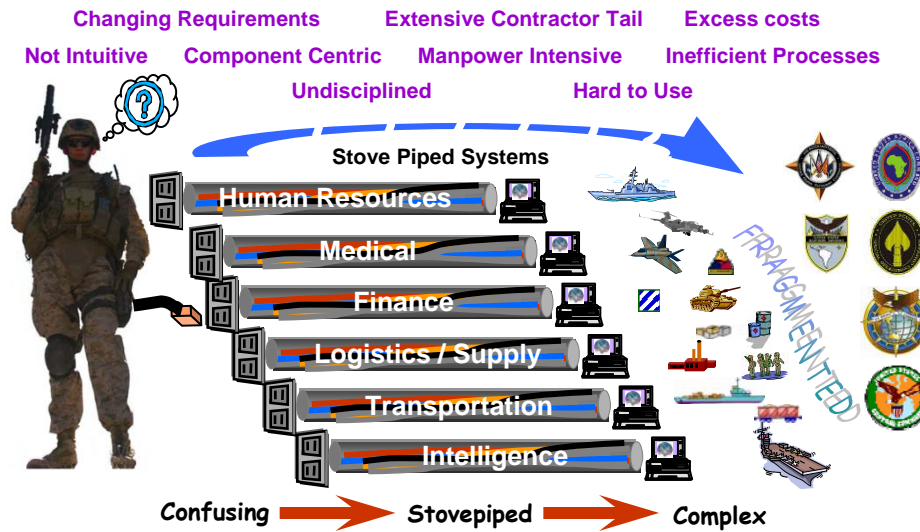
16 (a) **New Acquisition Process Required.**—The
 17 **Secretary of Defense shall develop and implement a new**
 18 **acquisition process for information technology systems.**
 19 The acquisition process developed and implemented pursuant to this subsection shall, to the extent determined appropriate by the Secretary—





DBSAE Transformational Vision

Deliver Business Capability to Warfighters



Rapid Acquisition – Of Enterprise Solutions: The “Why”

Self-propelled Semi Submersibles

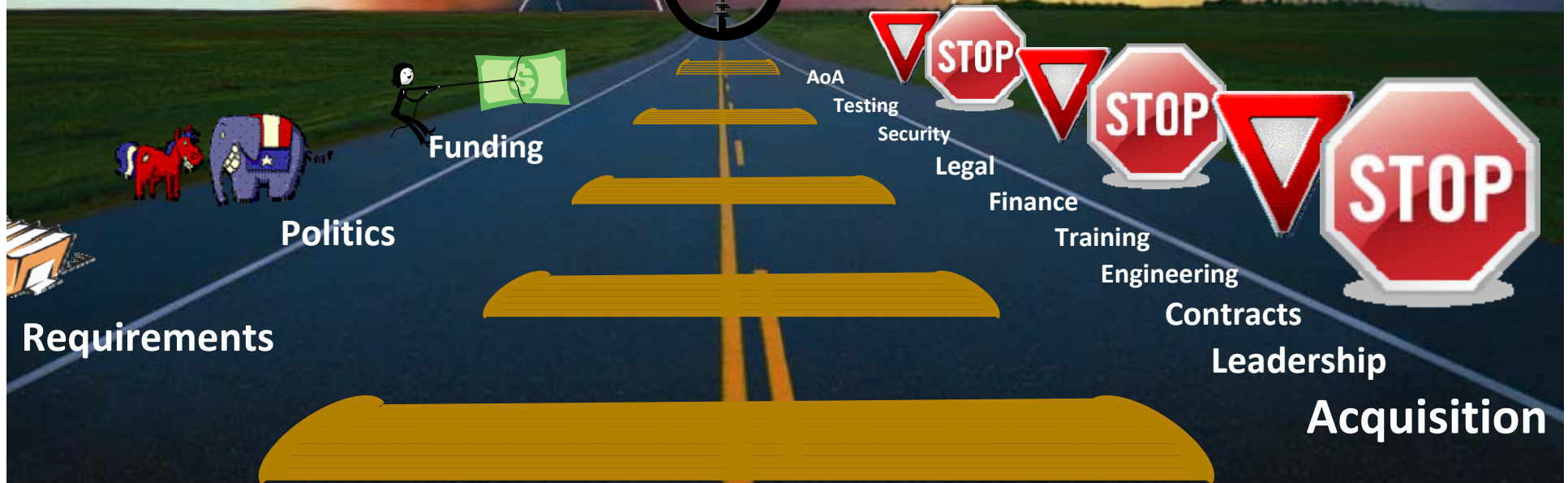
IT C2 Sonar Radar

9 Months / \$1 Million
 In the Jungles of Columbia

Is our Enemy inside our Acquisition DO Loop?
 The push to be more agile, flexible, transformational & cost effective

Business Systems ≠ Weapon Systems

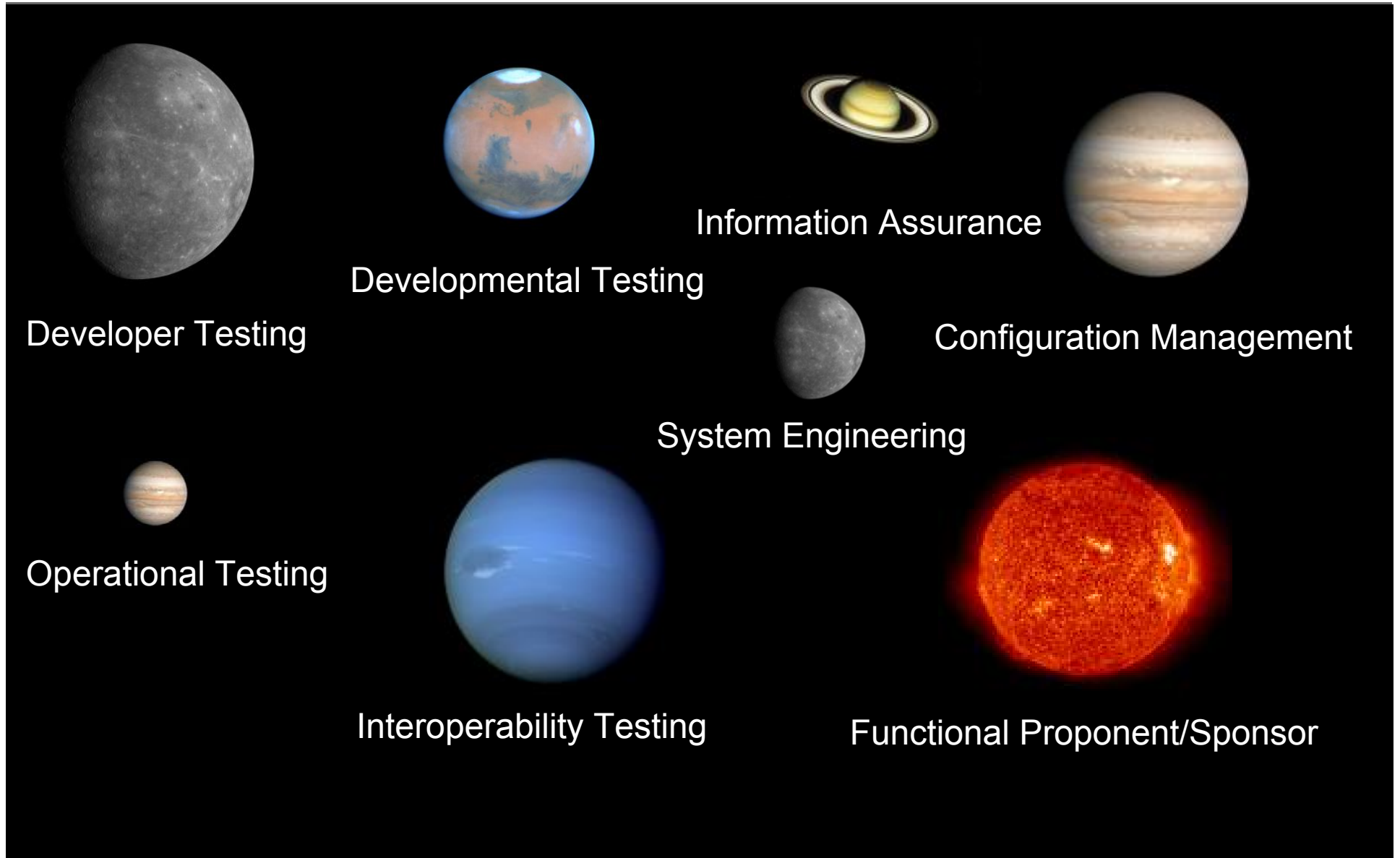
"IT"-360



Business "IT" Acquisition Speed bumps



Spheres of Influence



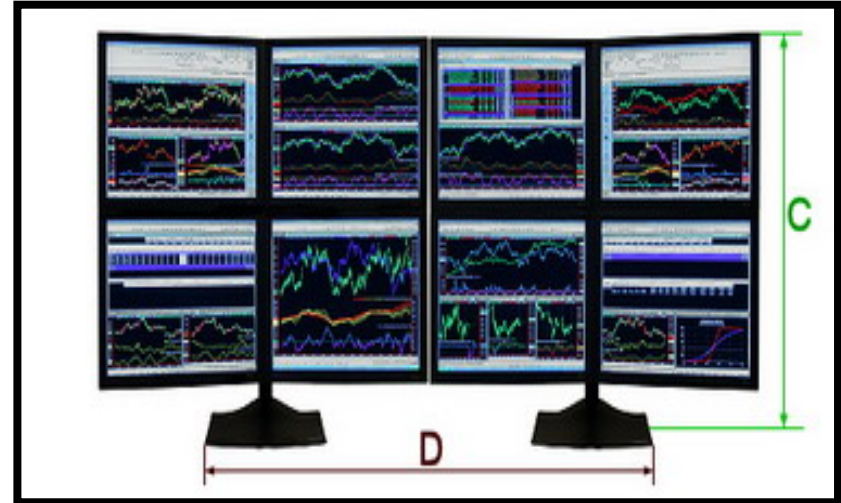


Transforming Testing!!!

Improve Product Quality and Predictability



- **Focus on Single Programs (not Enterprise)**
- **Test Activities Often Duplicated**
- **Lack of Common Test Tools**
- **Lack of Focus Early in the Program**
- **Business IT Tested Like Weapon Systems**
- **Decision Makers Lack Early Indicators**



- **Establish Centralized Testing Environments**
- **Merge Development & Ops Testing**
- **Reuse of Tools and Test Events**
- **Integrate Teams Prior to Development**
- **Create Business IT Testing Processes**
- **Early Visibility Improves ROI**

Goal: Greater insight throughout the program lifecycle!



Opportunity for Acquisition Transformation: Business “IT” Acquisition

Current Business IT acquisition is contrary to industry best practices

Execution Timelines

Lengthy and delay critical capabilities

System Acquisition

Acquired using DoD process for major weapons systems

Delivery

Average 91 months to deliver an initial program capability

DoD Testing

Traditionally split into four distinct disciplines

- Test and Evaluation processes provide an opportunity to:
 - Improve overall quality of delivered systems
 - Reduce delivery time
 - Enhance acceptability by end users
 - Effectively use limited funding

Gen James E. Cartwright (VCJCS): “We are building software code and tools based on the aircraft carrier development cycle”



Fighting the Storm



Developmental Testing

Operational Testing

Information Assurance

Interoperability Testing

PMs driven by testing... not driving testing!



Navigating Calmer Waters

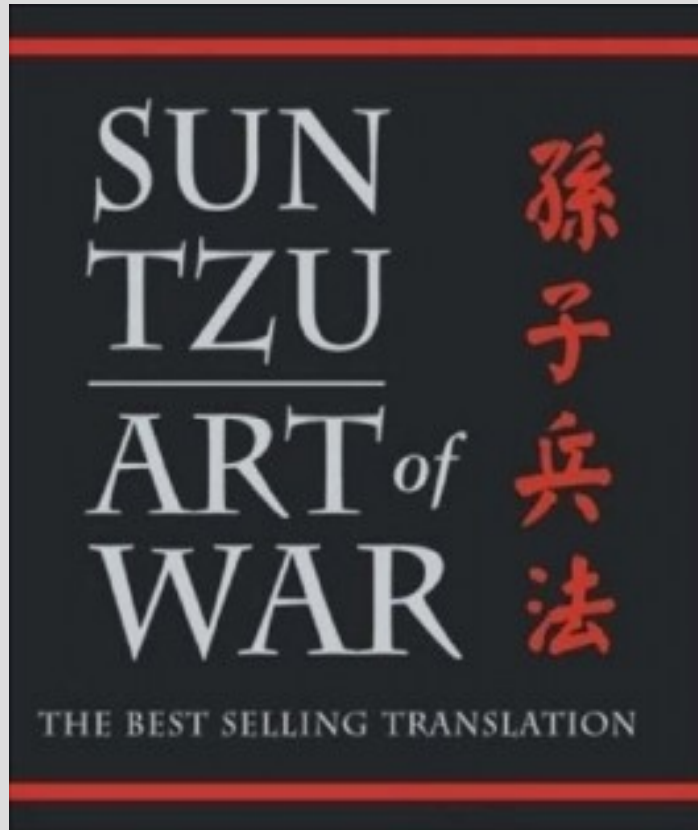


Integrated Business Testing

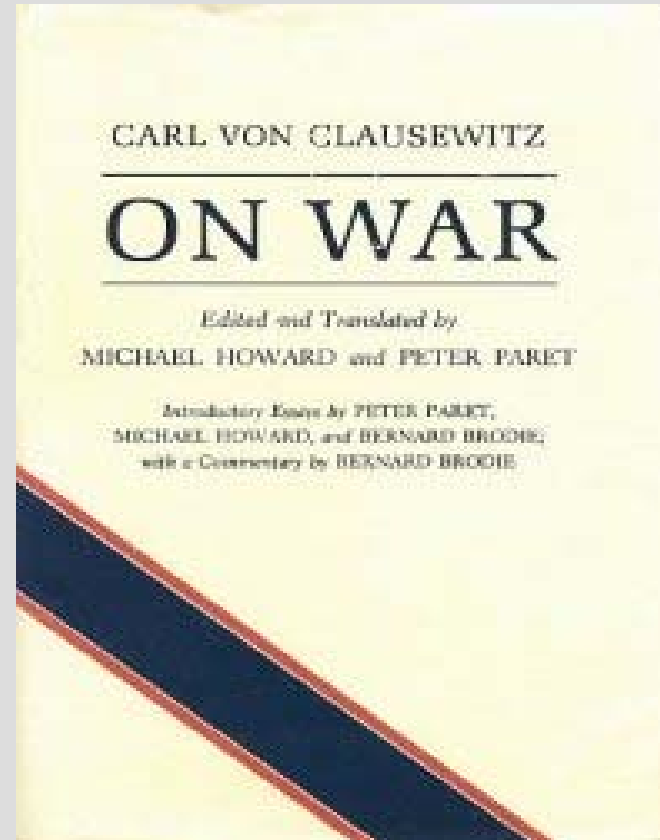
PMs navigating through testing with purpose!



Test and Evaluation



Think like Sun Tzu...



have a heart like Clausewitz

It's Not About Technology... It's About Capability



Testing for Business Systems

Early Planning -- The way ahead to establishing integrated T&E

- **Design Integrated T&E Models based on Risk**
 - Account for risk in an applied framework
 - System maturity influences testing activities
 - **Risk leadership requires accepting appropriate risk**
- **Develop an inclusiveness across the four disciplines of T&E**
 - Developmental Testing, Information Assurance, Interoperability, Operational Testing working cooperatively vice independently
- **Establish an Integrated Test Team (ITT) early**
 - Membership extends beyond testing disciplines
 - Includes functional proponent and the program office

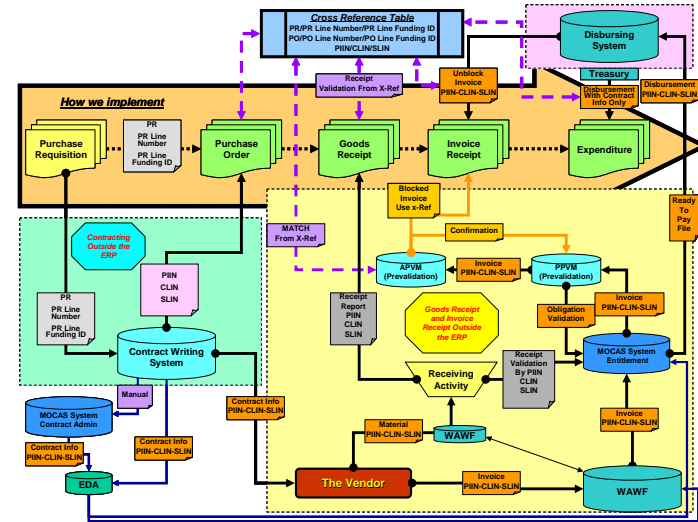
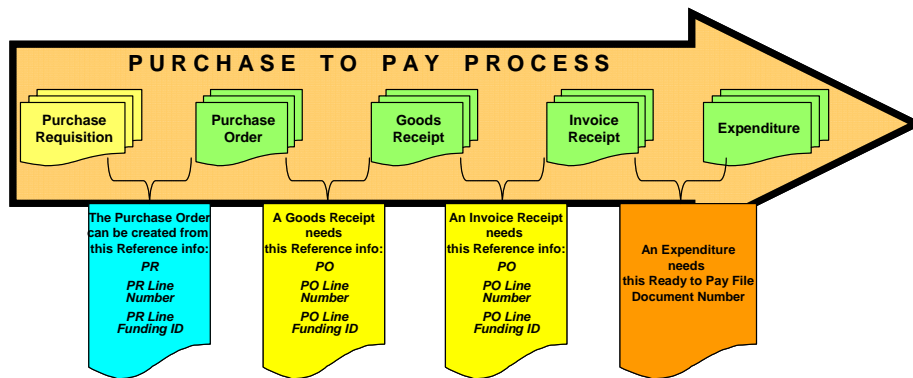


It's Not About Technology... It's About Capability



Enterprise Resource Planning Challenge

Ideal Corporate American End State



Four Aspects Fundamental to ERPs

- **Acknowledge** current IT solutions are not adequate – corporate solutions are available
- **Determine** operational processes must change to align
- **Commit Senior Leadership** to new methodology
- **Enforce** change discipline from top to bottom echelons

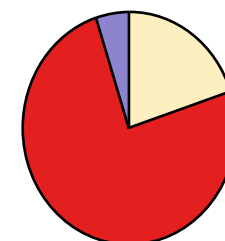
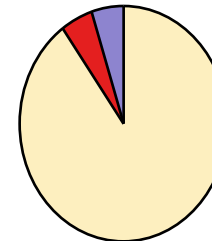


Implementing an ERP takes commitment and 180° change. When you point a finger to blame... NOTE: there are 3 more pointed back at you...

Major Events

Traditional Consultant Staffing Model

High-End Consultant Staffing Model



- Strategy
- Process Analysis
- Package Configuration



Testing Challenges

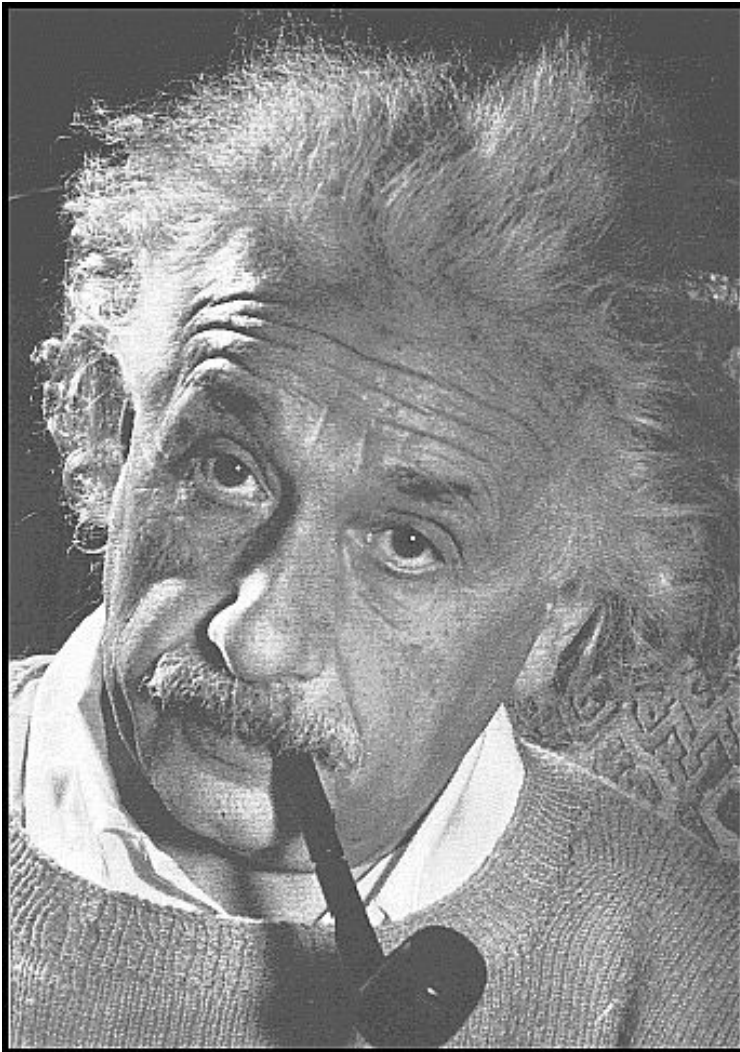
- **Tools**
 - Effectively Manage Data
 - Automate Test Tools
 - Use Checklists and Templates
- **Time**
 - Conduct event (not time) based T&E
 - Integrate Testing and Development
- **Talent**
 - Address risk with “Risk Leadership”
 - Adjust strategies based on COTS and custom development
- **Transition**
 - *Deliver* capability to the warfighter
- **Tradition**
 - Overcome rigid and inflexible approaches to testing



Integrated Business Testing Requires Transformation!



Parting Quote



Any intelligent fool can make things bigger and more complex... It takes a touch of genius - and a lot of courage to move in the opposite direction. "Insanity: Doing the same thing over and over again and expecting different results"
Albert Einstein

It's Not About Technology... It's About Capability

A large American flag is shown waving in the sky. The flag is the primary focus, with its stars and stripes clearly visible. The background is a bright blue sky with some light, wispy clouds. The overall tone is patriotic and clear.

Questions?

An American flag is shown waving in the sky, with the stars and stripes clearly visible. The flag is the central focus of the image, set against a backdrop of a blue sky with some light, wispy clouds. The text 'Back Up Slides' is overlaid on the flag in a bold, black, italicized font.

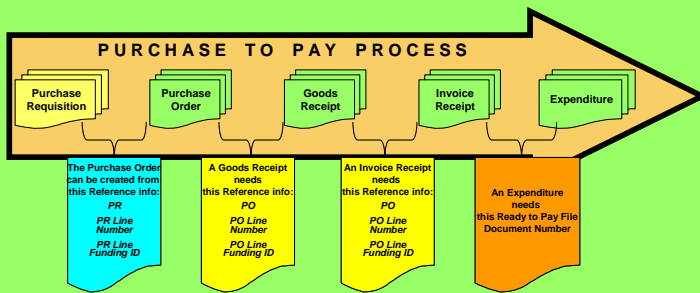
Back Up Slides



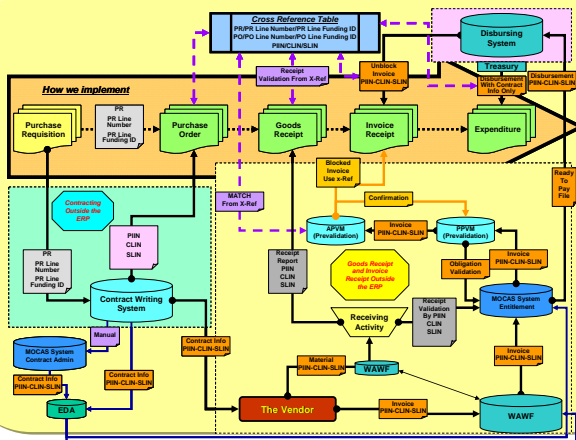
Integrate T&E at On-Boarding



- DBSAE gains programs at various stages of system development



- T&E strategies are assessed & tailored
- Apply Integrated testing framework as programs enter portfolio



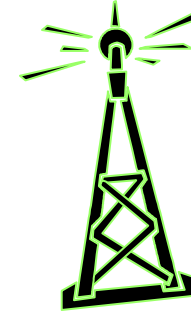
- Business systems don't fit current T&E mold



Starting Integrated Testing (by Program)

➤ Form the ITT

- Establish a Charter (ACE Template)
- ITT planning
- Define the T&E Strategy that addresses a Business System Model
- Participate in the Design Process to ensure a Testable Outcome
- Participate in the RFI/RFQ and follow-on competitive planning processes to ensure testing considerations are included
- Identify and communicate Risks to the Risk Management Team
- Participate in drafting the Tailored Information Support Plan





Summary

➤ Success is based on:

- A focus on the difference between Business Systems (COTS) and Software Intensive (Custom) Systems
- All participating agencies actively supporting the integrated test model for Business Systems
- Changes to IT (Business IT) T&E
 - Responsive to rapid, iterative development
 - Requirements priorities evolve
 - Testing must be risk and capabilities based
 - Automated Test Tools are essential
 - Early user identification/participation critical
- Teamwork!



It's Not About Technology... It's About Capability